

SECRET

SECURITY INFORMATION

29 October 1952

25X1A

MEMORANDUM FOR: [REDACTED]

SUBJECT : Comments on PSB Staff Study "Improvement of Staff Procedures for Development of National Psychological Strategy Plans" dated 17 September 1952, with annexes dated 17 September and 8 October. (Document E-5)

1. Accompanying the documents given to me for study was "Proposed Standard PSB Planning Form" dated 8 October 1952, which I have assumed is to replace Annex A of PSB E-5, although there is no indication of this on the document itself.

25X1A

25X1A 2. This revised planning form was given to [REDACTED] by Mr. [REDACTED] of CPP's staff and when received by me contained two penciled corrections on pages 2 and 5, in each case substituting the word "private" for the word "covert." I assume that these substitutions were made by CPP or some member of his immediate staff and wish to direct your attention to them.

3. The comment has been made that one defect of present PSB plans is that they contain no provision for evaluation of results and that the member agencies have no yardstick against which to measure the degree of success or failure of implementary plans. It might be helpful to member agencies if, in each plan, specific criteria would be delineated to be looked for as evidence of the attainment, in varying degrees, of basic objectives. It should be helpful to the staff of PSB, if, at the time of the completion of each plan, assignments could be given to the intelligence production units of member agencies for continuing coverage of specific target developments. I suggest, therefore, that a paragraph be inserted on page 6 of Annex B as follows:

"G. Evaluation of Results

From the time a plan is first conceived through the period of its implementation, particular attention shall be given to defining the specific results which may be taken as evidence of the attainment of general objectives. Appropriate recommendations shall be made to member agencies for the continuing provision of intelligence or information which might indicate success or failure to achieve these results, and the reasons therefor."

These evaluation

SECRET

SECURITY INFORMATION

SECRET

These evaluation recommendations could be included in paragraph 7 (administrative and logistic provisions) of the planning form which, according to the explanation given on page 7 of Annex A, is to be used, inter alia, for special provisions for coordination, review, and evaluation; but they seem to me to be of sufficient importance to warrant a separate paragraph. I therefore recommend the insertion of a new paragraph 7 on page 2 of Annex A to read as follows:

"7. Evaluation Factors (no asterisk)

a. Establishment of specific criteria against which accomplishments and their significance can be evaluated.

b. Definition of specific intelligence requirements which should be requested from intelligence production units of member agencies to insure continuing coverage of target area developments, for the purpose of reflecting the attainment of planned objectives or indicating deterrents."

The present paragraph 7 of Annex A would become paragraph 8.

25X1A

4. The substance of your comments contained in the memorandum to Mr. [REDACTED] dated 12 September 1952 (PSB correspondence file) appears to have been integrated into the revised draft of Annex B with the exception of the flow chart suggested in paragraph 4 a. (3) of the memorandum.

5. A sample plan based on PSB D-21 is presented as a part of the 8 October 1952 revision of the "Proposed Standard PSB Planning Form." Although I have no qualifications for judgment of the sample plan, may I say that in my opinion it is much easier to read and understand than the few existing plans I have examined to date, and more important, enables emphasis and priority to be given to the more important elements of a strategic plan.

6. In general, Annexes A and B appear to me to be thoughtful attempts to cure the admitted defects of present PSB staff procedures, and as such, deserve your approval, subject to the exceptions outlined in paragraphs 2 and 3 of this memorandum.

25X1A

SECRET